

VETERANS' EMPLOYMENT AND TRAINING SERVICE

Annual Performance Plan

FY 2001

Introduction

For much of the Veterans' Employment and Training Service's (VETS) over sixty year history it has been a veteran's advocate whose primary approach to helping its customers has been compliance-oriented, e.g., enforcing job referral control mechanisms imposed on the State Employment Service Agencies (SESA), and investigating reemployment rights violation complaints against employers. Only in the last twenty some years has VETS become actively engaged in developing and administering training programs through grants to States and non-profit organizations to serve the employment needs of veterans. As a result of administering training programs, VETS has had to interact more closely with the employer community and has developed a deeper appreciation for the fact that employers, especially private sector employers, are also customers and investors.

VETS remains committed to providing the best possible services to those veterans groups where unemployment remains higher than the national average, and where more structured assistance, such as case management services and skills training, is needed. VETS also believes that the majority of veterans who are its customers would be best served by placing more emphasis on services and activities designed to facilitate, rather than control, the labor exchange.

Also, in recent years VETS has come to appreciate that helping to prevent violations of employment and reemployment rights by educating employers and protected individuals about their respective obligations under various statutes is an effective approach. Recent new legislation (Public Law (P.L.)105-339, The Veterans' Employment Opportunities Act of 1998, or VEOA) provides strengthened veterans' preference provisions in Federal employment, and transfers from the Office of Personnel Management (OPM) primary responsibility for administering the investigations of complaints that adequate preference was not provided by Federal agencies). These programmatic insights are an intrinsic part of VETS' Strategic Plan and this Annual Performance Plan, and serve to strengthen the support that VETS' programs provide the Department's Strategic Goals (particularly the first two of those Goals):

1. A Prepared Workforce: Enhance opportunities for America's workforce
2. A Secure Workforce: Promote the economic security of workers and families
3. Quality Workplaces: Foster quality workplaces that are safe, healthy, and fair

Although VETS is a relatively small agency within the Department of Labor (DOL), it contributes to meeting the strategic goals that the Secretary has established. Veterans are an intrinsic force in

America's labor market and face the same opportunities and constraints as other workers. By assisting veterans, VETS directly supports the Secretary's goals. Additionally, in many cases there is a carry-over effect from developing and providing services to veterans that accrues to other workers, thus assisting the customers of VETS sister agencies in the Department.

The environment that VETS will be operating its programs for veterans in FY 2001 is a fluid, fast changing one, with challenges for VETS to increase its efficiency in serving America's veterans. VETS' assessment of the environment is based on the following assumptions:

- 1) Unemployment is assumed to remain low, but increasing slowly over the year. Premium wages will be paid to those workers with valued skills and work habits. Most veterans meet these criteria, and overall, veterans enjoy an unemployment rate that is below the national average.

For some veteran groups, however, unemployment rates are above the national average. Young, minority veterans, and veterans receiving welfare are among such groups. For others, frictional unemployment is a problem: veterans whose skills are no longer in demand in the labor market and upon losing their jobs will have to choose and become marketable in a new occupation. Regrettably, most often these are veterans who would otherwise be in their most productive years and at ages when they would be well established in their occupation. Thus, there is a loss of income involved as veterans start a career in a new occupation and must compete with younger job seekers with lesser income needs. There is also transitional unemployment, suffered by veterans that have been dislocated due to changes in a local economy, but whose skills are in demand, especially if those skills are upgraded or otherwise enhanced. As service members continue to exit the military and become veterans in steady numbers; reducing the time they are unemployed upon leaving service continues to be a concern. Finally, there are veterans who are homeless, many the victims of frictional employment and subsequent family crisis, most unable to attain jobs in their occupations and unable to attain the training or new skills necessary to start over in a new occupation. Due to their roaming nature, it is difficult to get an accurate count, but there are estimates that place this group at over 275,000, and most of those receiving some services are Vietnam era veterans.

- 2) The labor exchange environment will continue to change at a fast pace. By July 1, 2000, the establishment of One-Stop Career Centers under Workforce Development Systems, because of the new Workforce Investment Act (WIA), will be fact. One-Stop Career Centers will be a mainstay of such systems. One-Stop Career centers will number about 2,500 and will represent 80-90% of Service Delivery Points (SDPs). One-Stops will increasingly feature an array of self-help tools for those individuals that are job ready, or need a limited amount of job assistance services from One-Stop professionals. Training funds will remain at a premium, with priority going to welfare to work clients.

VETS will be able to make a contribution with the development of a national employer's database, centered around employers who have federal contracts. P.L. 105-339 also strengthened the reporting requirements by federal contractors, with enhanced penalties for non-reporting. The database that VETS will develop will serve to funnel more and better job listings into the public labor exchange. Of course, priority of referral to such jobs for veterans will be intrinsic to the system.

- 3) A steady caseload associated with compliance under the Uniformed Services Employment and Reemployment Rights Act (USERRA) is projected for FY 2001. The new veterans preference legislation, with VETS as the lead agency, is likely to generate up to 500 cases annually.
- 4) Interagency relations with the Departments of Defense (DOD) and Veterans Affairs (DVA) will remain strong. With these agencies support, VETS will continue to operate the Transition Assistance Program (TAP) for separating service members at approximately 178 military installations around the country (a plan to serve those service members separating overseas will be advanced later in this paper).

The Departments of Housing and Urban Development (HUD) and DVA will continue to provide transitional housing and other support to veterans who are homeless thus enabling VETS' small homeless program to provide more effective job finding assistance. VETS will continue to coordinate closely with the DVA to offer job finding assistance to disabled veterans enrolled in the Vocational Rehabilitation and Employment (VR&E) program.

- 5) While the overall unemployment of veterans remains below the national average, the rate for service members transitioning into the civilian labor force for the first time is almost twice the national average. A targeted marketing campaign directed at this group of veterans and employers, in specific industries currently experiencing worker shortages (telecommunications, information technology), would help new veterans learn how to market the quality skills acquired during their military service (using many of the facilities provided under WIA). This marketing campaign would also inform employers that these veterans possess both technical expertise and self-management traits (promptness, dependability, teamwork, leadership) that would make them valuable additions to any organization. The marketing campaign would be targeted and specific rather than generically national in scope and enable targeting specific veteran skills to localized employer needs. It would be coordinated by VETS' national office Federal staff.
- 6) The military services, beyond the downsizing that took place in the early 90's, continues to release close to 250,000 service members annually. Over and above the 250,000 separating service members, VETS includes in its planning that 69% of these have spouses that often contribute to the family income and economic security. In most instances, separation from the military service is tantamount to dislocation in the labor market.

Although some military occupations are close enough to civilian occupations to permit

transferability of knowledge, skills and abilities, labor market indicators show that recently separated veterans face a myriad of obstacles securing stable careers that meet their economic security standard or habits. VETS is targeting assistance related to transferability of skills for those in active duty that are about to leave the military, and those leaving the military. Efforts should be expanded in FY 2001 to help veterans attain the necessary requirements to be employable in their chosen occupation, including efforts to eliminate barriers posed by licenses, certifications, or standard skill requirements by public and private employers. Part of these efforts relate to acknowledging the value of occupational skills obtained in the military part relate to identifying the gaps between military skills attained and those necessary to secure a job in the separating service members' chosen occupation. An initiative is also set forth to start a demonstration project to enable service members to obtain necessary credentials while in the service through long distance learning techniques and training, leading to a certificate of credentials attained.

Agency Mission and Vision

MISSION

The mission of the Veterans' Employment and Training Service is to promote the economic security of America's veterans by minimizing unemployment and underemployment among veterans with service connected disabilities and among other targeted veteran groups, and by providing the maximum of employment and training opportunities to all veterans and other eligible persons.

This unique mission of VETS is derived under the mandate of Congress as reflected in Title 38 , United States Code (U.S.C.), Chapters 41 through 43; the WIA; the VEOA; and other related provisions. In particular, it reflects the statutory purpose underlying the creation of VETS, as stated as follows in section 4102 of Chapter 41:

“The Congress declares as its intent and purpose that there shall be an effective (1) job and job training counseling service program, (2) employment placement service program, and (3) job training placement service program for eligible veterans and eligible persons and that, to this end policies and regulations shall be promulgated and administered by an Assistant Secretary of Labor for Veterans' Employment and Training, established by section 4102A of this title, through a Veterans' Employment and Training Service within the Department of Labor, so as to provide such veterans and persons the maximum of employment and training opportunities, with priorities given to the needs of disabled veterans and veterans of the Vietnam era through existing programs, coordination and merger of programs and implementation of new programs.

This statutory mandate has been subsequently modified by other provisions of law that broadened

target groups of veterans to be given priority of service expanding the target groups to include certain other categories of veterans. VETS' mandate, however, remains fundamentally as stated in the above requirement, and therefore mirrors the broader focus of the entire Department of Labor in enhancing employment opportunities and promoting economic security.

The key elements of VETS' mission include:

- . Enforcement: Resolution of claims by veterans, Reservists, and National Guard members under the Uniformed Services Employment and Reemployment Rights Act (USERRA), as codified in chapter 43 of title 38, U.S.C. These services are performed by Federal staff.

Additionally, the Congress enacted legislation (P.L. 105-339, The Veterans Employment Opportunities Act of 1998) that expanded VETS' responsibilities to include investigation and resolution of veterans' complaints against Federal agencies related to the "veterans' preference" requirements of title 5 of the U.S. Code. Previously, VETS' only responsibility was to advise veteran complainants of the basic rules regarding veterans' preference and referral to the appropriate OPM official(s).

Employment and Training Assistance: The provision of services to eligible veterans and transitioning service members in accordance with grant agreements with States, local governments, and non-profit agencies, and statutory requirements set forth at 10 U. S. C. 1141-45, and 38 U.S.C. 4100. These services are performed primarily by grantees' staff, but with augmentation from federal contract facilitators, VETS staff, and in some instances, DOD staff.

Public Information Services: The compilation, synthesis and provision of information regarding the rights and obligations of employers and protected individuals, the employment and training program services available, and results achieved to VETS' internal and external customers and service delivery partners. This service is performed primarily by Federal staff.

Inter-agency Liaison: The establishment and maintenance of effective service delivery networks involving other agencies and organizations in the public, private and non-profit sectors. This service is performed primarily by Federal staff.

Training: The development and delivery of specific professional skills and program-oriented curricula to service providers' staffs and managers. This is a Federal service performed primarily by the entity awarded the contract to operate the National Veterans' Training Institute (NVTI).

VISION

The vision of VETS is that by focusing at all times on our customers' needs, we will provide veterans and others the high quality and timely services they require in order to succeed in the changing labor exchange environment.

Fulfilling this vision means that, faced with the growing long-term challenges of new service delivery systems, evolving labor markets, and changing technologies, VETS will find innovative ways to maximize the effectiveness of its efforts. This will be accomplished by continually seeking new and effective means to help veterans and other eligible persons compete successfully for better paying career jobs--helping them get on a track that can provide better income stability and growth potential in future years even if jobs, systems, markets, and technologies change significantly.

Veterans will effectively use an employment service system, once driven by person-to-person interaction, that is rapidly evolving into a technologically driven, individually accessible bank of employment opportunities. VETS will ensure that veterans are full participants in this new system by giving those capable of finding career building jobs for themselves, access to these new resources and the tools to use them to their fullest potential. VETS will maintain the ability to provide individually tailored case management, job search and placement services through its state partners to those veterans who are in need of such services, including those veterans with traditionally higher than average unemployment rates and employment barriers.

VETS' vision, insofar as FY 2001 activities are concerned, is to ensure that the organization can address the change that will inevitably occur as the WIA is fully implemented in July 1, 2000, and to turn such change to the veterans advantage. The impact of WIA, and its conceptual base, that decisions need to be made locally, will require VETS to rely more on its staff to provide technical assistance, support and identify new ways to ensure that veterans receive maximum employment and training opportunities within the WIA and One-Stop Career Center environment. VETS is becoming more veteran-centric in the design of its program administration, and will likely have to rely on targeted efforts to provide the adequate amount and quality of services to veterans based on their needs. The concept of needs-based assistance requires better trained staff, and is likely to result in fewer veterans getting one-on-one assistance from veteran service providers, but those who do will get better quality help and direction towards better career opportunities instead of simply help in getting a job. This implies better guidance to service providers and better administrative controls, including targeting of services to veterans that are in greater need.

A key shift in VETS' planning is to address the needs of veterans beyond simply helping them get a job. VETS, in analyzing the status of veterans, has identified low earnings and transitional unemployment, as veterans get older, as major factors. Therefore changing services thrust from getting veterans jobs, to getting veterans good career positions that provide the income potential and capability to progress within a career track, competitive wages offered by employers, and the potential for retention or favorable career moves that go along with starting positions.

Simply noted, VETS will concentrate on getting veterans better paying career opportunities. This

effort will require working with employers and veterans to make sure that veterans acquire or better depict the credentials that are wanted by employers. This effort will also require working with employer groups to define the knowledge, skills and abilities they need and providing them candidates that have been determined to meet such requirements.

There are some areas of WIA implementation that will require considerable thought and coordination, but action cannot be taken until States submit their implementation plans. Issues that are under discussion include data collection (i.e., WIA requirements vary from reporting requirements at 38 U.S.C. 4107) and the concept of registration. WIA does not require “registration” as that term is currently used, and plans are to only register individuals when a core service (mediated) is rendered. Should that occur, the entered employment to registration rate for WIA would be much higher than current rate. Also of importance are outcome measures under WIA that place more emphasis on wages and retention, and VETS’ goals and planning now include objectives related to the measure of wages and retention rates.

VETS’ Fiscal Year 2001 Budget

The OASVET FY 2001 budget request of \$210,213,000 (which includes transfers of appropriations from the Employment and Training Service account for the Homeless Veterans Reintegration Projects (HVRP) and WIA Sec. 168) is divided into five activities: (1) State Grants Administration, which is further divided between the Disabled Veteran Outreach Program (DVOP) and the Local Veteran’s Employment Representative (LVER) program; (2) Administration, which includes funding for TAP for separating service members, funding for the investigation and resolution of claims from veterans, Reservists and National Guard members under USERRA, investigation and resolution of complaints concerning failure to get proper Federal veterans’ preference from Federal agencies, and funding for VETS’ grant administration operations; (3) NVTI, which provides training to Federal and State employees and managers involved in delivery of services to veterans; 4) Grant administration of HVRP, which provides outreach, supportive services and the coordination and training necessary to prepare homeless veterans for employment and help them to find jobs; and 5) Grant Administration of Veterans’ Workforce Investment Programs, which provide employability services and training to service connected disabled, recently separated, Campaign veterans, and veterans with significant employment barriers.

Of the five activities just described, all but the portions of item “(2)” which deal with “investigation and resolution” are predominantly devoted to the accomplishment of VETS’ Strategic Goal 1.

VETS' FY 2001 Budget Request

The following VETS' program areas and related initiatives are designed to provide our veteran customers with the assistance they need in seeking, securing, maintaining, changing, or improving their employment; to assist in the implementation of One-Stop Center services under WIA through education and outreach; to coordinate with and support the Automated Labor Management Information System (ALMIS); and, to ensure a smooth transition to WIA One-Stop-Center operations.

STATE GRANTS

Current Services: A total of \$81,615,000 for the DVOP, and a total of \$77,253,000 for the LVER program.

DVOP:	\$81,615,000
LVER:	\$77,253,000
Subtotal	\$158,868,000

State Grants Initiatives (Strategies)

VETS' strategies are designed to help veterans with interventions at appropriate stages to ensure they fully participate in the civilian labor force and attain employment opportunities and economic security; to work with employers to help them identify veterans or separating service members that can meet their recruitment and operational needs; and, to work with disadvantaged veterans to give them assistance necessary so they can also attain employment opportunities and economic security. Budget request initiatives related to State grants and the DVOP and LVER programs include the following:

- * Licenses, Credentials, Certifications Initiative: VETS' efforts to assist service members get jobs upon their separation from active duty include pilots within several States, where military credentials are compared to State credentialing requirements. Every effort is made to facilitate proper acceptance of the veteran's transferrable military credentials and/or to change State requirements to promote this recognition and lastly helping active duty staff acquire the credentials necessary to meet specific State's requirements. VETS proposes to increase the pilots from five to up to seven States at a cost of \$1,400,000. This includes \$750,000 for additional DVOP positions to staff a Licensing and Credentials Desk, and necessary support for them, including ADP and Internet Access. This initiative also provides for funds to maintain the credentialing web site, underway for FY 2000, activated on January 1, 2000; includes \$250,000 to enable, through the National Veterans' Training Institute, development and piloting efforts using long distance learning techniques and agreements with States or universities to provide service members with the necessary university/ college credentials to meet State or Federal requirements; and to support continued development of a credentials, licenses and certifications' Internet database.

VETS has also conducted pilots designed to help industry groups with labor shortages and service members in high skill occupations come together in addressing credentials or certifications needed. These show potential, both for those operated at the State or National level (i.e., Microsoft). VETS seeks to increase the number of State pilots (and thus industrial type groups) to serve more employers with demand for skilled workers.

DVOP Funding Increases requested:	\$1,400,000
DVOP Funding total:	\$81,615,000
(Veterans who would get jobs at this level: 143,000)	

LVER Funding Total:	\$77,253,000
(Veterans who would get jobs at this level: 140,000)	

NATIONAL VETERANS' TRAINING INSTITUTE

The National Veterans' Training Institute (NVTI) has proven to be an effective instrument for significantly improving both the quality and quantity of services provided to veterans by veterans' service providers. National data shows that among veterans and non-veterans registered with SESAs, veterans are about 50 percent more likely than non-veterans to enter employment.

Current Services	\$2,000,000
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OUTCOME: 1,400 veterans' service providers would receive NVTI training: competency, case management, marketing or Federal Contractor Program training, or a combination of these. The training will lead to increased productivity and support for both of VETS' strategic plan goals.

FEDERAL ADMINISTRATION

VETS seeks \$500,000 funding for support of Government Performance and Results Act indicators measures: To establish a baseline and obtain data related to retention in jobs after DOL assistance, identifying the number of veterans that are unemployed in the course of a one-year period; and additional data on veteran subgroups.

Current Services:	\$26,545,000
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Initiatives (Strategies' Support):

GPRA Performance Measures	500,000
Total	\$27,045,000

HOMELESS VETERANS

The Homeless Veterans Reintegration Project (HVRP) was included as part of the Stewart McKinney Act and provided funding for demonstration projects that provided outreach, supportive services, leveraged community or other agencies' funds for housing, transportation, health, etc. and found employment for the enrollees. The program has been very successful and popular with the veterans' service organizations. Also, it has drawn accolades for its program design and accomplishments. Congress rescinded the HVRP in fiscal year 1995, but Congress renewed authorization in fiscal year 1997.

A total of \$15,000,000 would enable VETS to expand the current level of services by helping 8,700 of those veterans enrolled (17,000) in HVRP to get jobs. With this initiative, additional efforts would be undertaken to ensure that career opportunities, with potential for growth and achievement of economic security, predominated over current efforts to just get the homeless veterans a job.

Current Services (FY 2000):

	\$9,636,000
Initiatives (Strategies' Support):	
Homeless Veterans	5,364,000
Total	\$15,000,000

OUTCOME: Fifty percent of those enrolled in HVRP would be helped into career job opportunities with potential for growth, and resultant economic security.

VETS' Annual Performance Goals, Means & Strategies

Strategic Goal 1. Provide effective DOL employment and training services so as to minimize unemployment and underemployment among disabled veterans.

Outcome Goal 1.1. Achieve an entered employment rate among disabled veterans registered for public labor exchange services significantly greater than that for non-veterans registered for public labor exchange core services.

Means and Strategies for 2001.

VETS will negotiate standards of performance with each State.

Program Activities in 2001.

Monitor negotiated standards of performance.

Provide technical assistance and guidance to States.

Develop and implement corrective-action plans for those States not in compliance.

Strategic Performance Goal 1.1.A. By 2005, increase the three-year rolling average of the entered employment rate for registered disabled veterans to 44% greater than that for non-veterans registered for public labor exchange services.

1.1. A.1.	Performance Goal	FY 2001: Increase the three-year rolling average of the entered employment rate for registered disabled veterans to 40% greater than that for non-veterans registered for public labor exchange services. FY 2000: 39%
	FY 1999 Performance Results	38% Greater than the non-veteran rate
	Indicator	Disabled veterans', through priority of services offered by the public employment service system get jobs at a higher rate than non-veterans.
	Data Source	Reports submitted by Wagner-Peyser funded systems.
	Baseline	FY 1999: 38%
	Comment	

Annual Performance Goal 1.1.A.1.

2001	2002	2003	2004	2005
40%	41%	42%	43%	44%

Outcome Goal 1.2. Achieve a significant entered employment ratio among disabled veterans registered for public labor exchange services.

Means and Strategies for 2001.

- VETS will continue to rely on priority of services.
- VETS will negotiate individual entered employment rate goals with each State (with technical assistance to be provided by VETS in future years to those States failing to meet their goals for disabled veterans).
- A training program will be developed and implemented for DVA, DVOP and LVER staff working on Vocational Rehabilitation and Counseling, with the objective that these staff be better able to develop VR&C referrals who can find jobs through VETS assistance.

Program Activities in 2001.

- Negotiate State entered employment rate goals.
- Develop VR&C training program.
- Train staff working on VR&C.

Ensure that employment assistance is provided to disabled veterans.
 Ensure that employment assistance is provided to VR&C job-ready veterans.

Strategic Performance Goal 1.2.A. By 2005, at least 36% of registered disabled veterans will enter employment each year through assistance provided by the public labor exchange system.

1.2. A.1.	Performance Goal	FY 2001: At least 34% of registered disabled veterans will enter employment through assistance provided by the public labor exchange system. FY 2000: 33.5%
	FY 1999 Performance Results	33% for disabled veterans.
	Indicator	Percent of disabled veterans served by Wagner-Peyser funded systems (this includes DVOP and LVER) who enter employment.
	Data Source	Reports submitted by Wagner-Peyser funded systems (ETA 9002)
	Baseline	FY 1996-1999 average entered employment rate among disabled veterans.
	Comment	Based upon rolling averages.

Annual Performance Goal 1.2.A.1.

2001	2002	2003	2004	2005
34%	34.5%	35%	35.5%	36%

Strategic Performance Goal 1.2.B. By 2005, at least 38% of registered disabled veterans will enter employment each year through assistance provided by VETS funded staff.

1.2. B.1.	Performance Goal	FY 2001: At least 36% of registered disabled veterans will enter employment through assistance provided by VETS funded staff. FY 2000: 35.5%
	FY 1999 Performance Results	32% for disabled veterans.
	Indicator	Percent of disabled veterans served by VETS funded staff (DVOP and LVER) who enter employment.

	<i>Data Source</i>	Reports submitted by Wagner-Peyser funded systems (ETA 9002) and the VETS 200 report.
	<i>Baseline</i>	FY 1996-1999 average entered employment rate among disabled veterans.
	<i>Comment</i>	Based upon rolling averages.

Annual Performance Goal 1.2.B.1.

2001	2002	2003	2004	2005
36%	36.5%	37%	37.5%	38%

Strategic Performance Goal 1.2.C. By 2005, at least 80% of veterans determined by the DVA VR&E to be job ready, and who are referred by the DVA and are registered for public labor exchange services, and are actively seeking employment, will enter employment each year through assistance provided by the public labor exchange system.

1.2. C.1.	<i>Performance Goal</i>	FY 2001: At least 77% of veterans determined by the DVA VR&E to be job ready, and who are referred by the DVA and are registered for public labor exchange services, and are actively seeking employment, will enter employment each year through assistance provided by the public labor exchange system. FY 2000: 76%
	<i>FY 1999 Performance Results</i>	74% entered employment rate
	<i>Indicator</i>	Percent of registered disabled veterans referred from DVA VR&E and served by Wagner-Peyser funded systems who enter employment
	<i>Data Source</i>	Reports submitted by Wagner-Peyser funded systems
	<i>Baseline</i>	New performance indicator; baseline to be established in FY 2000
	<i>Comment</i>	

Annual Performance Goal 1.2.C.1.

2001	2002	2003	2004	2005
77%	78%	79%	79%	80%

Outcome Goal 1.3. Achieve an earnings gain for disabled veterans registered for public labor exchange core services that enter employment.

Means and Strategies for 2001.

Accurate data on disabled veterans earnings is needed, so VETS will coordinate with ETA to establish a reporting system and methodology for measuring earnings gains.

In order to underscore to employers that disabled veterans have proven through their military service that they have discipline and can work as part of a team, VETS will begin developing a national marketing campaign with the DVA focusing on those advantages in hiring disabled veterans.

Having established pilot projects for employment in specific occupational areas, VETS will now actively promote the hiring of disabled veterans in those programs.

Program Activities in 2001.

Establish earnings baseline for registered disabled veterans.

Contact Federal contractors regarding obligations to list job openings and hire special disabled veterans.

Promote employer recruitment of disabled veterans.

Outcome Goal 1.4. Provide responsive employment and training services to disabled veterans such that they are satisfied with the assistance received.

Means and Strategies for 2001.

A new survey measuring disabled veterans' satisfaction with employment and training services will be developed and implemented, to enable a comparison with results of a 1995 survey of veterans.

VETS needs more effective means for identifying those disabled veterans most at risk of failure in achieving gainful employment, as well as better strategies for addressing the obstacles to their employment. Therefore, VETS will begin to develop an assessment mechanism and strategies by borrowing from the methodology of ETA's Unemployment Insurance profiling initiative.

Program Activities in 2001.

Analyze 1995 survey data that relates to satisfaction of disabled veterans and establish baseline.

Develop new survey (dependent upon resource availability).

Develop assessment mechanism for identifying disabled veterans most at risk in failing to achieve gainful employment.

Provide case management and/or other mediated services to registered disabled veterans.

Assist disabled veterans in entering employment.

Strategic Performance Goal 1.4.A. By 2004, at least 70% of disabled veterans who have used public labor exchange services provided by VETS funded staff will rate that assistance as either "helpful" or "very helpful".

1.4. A.1.	Performance Goal	FY 2001: Develop biennial survey to measure the satisfaction of disabled veterans who use public labor exchange services provided by VETS funded staff; establish baseline. FY 2000: N/A
	FY 1999 Performance Results	Uncompiled anecdotal responses in FY 1999
	Indicator	Percent of those disabled veteran customers surveyed who express overall satisfaction with services provided by VETS' grantees and staff.
	Data Source	Survey of disabled veteran customers
	Baseline	To be established in FY 2001
	Comment	The VETS' 1995 Customer Satisfaction Survey did not specifically measure the satisfaction rate of disabled veterans, but rather for all veterans. Minimum standardized tool to be developed by FY 2002, depending upon resource availability.

Annual Performance Goal 1.4.A.1.

2001	2002	2003	2004	2005
----	65%	----	70%	----

Strategic Performance Goal 1.4.B. By 2004, at least 62% of disabled veterans who have used public labor exchange services will rate that assistance as either “helpful” or “very helpful” (measures all public labor exchange staff in their ability to satisfy disabled veterans).

1.4. B.1.	Performance Goal	FY 2001: Develop biennial survey to measure the satisfaction of disabled veterans who use public labor exchange services provided by all public labor exchange staff. FY 2000: N/A
	FY 1999 Performance Results	N/A
	Indicator	Percent of those disabled veteran customers surveyed who express overall satisfaction with services provided by Wagner-Peyser funded staff.
	Data Source	Survey of disabled veteran customers
	Baseline	To be established in FY 2002

<i>Comment</i>	Dependent upon resource availability develop tool by FY 2001..
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Annual Performance Goal 1.4.B.1.

2001	2002	2003	2004	2005
----	58%	----	62%	----

Strategic Performance Goal 1.4.C. By 2005, provide staff assisted case management services to at least 15% of all registered disabled veterans.

1.4. C.1.	<i>Performance Goal</i>	FY 2001: Provide staff assisted case management to at least 11% of all registered disabled veterans. FY 2000: 10% (estimate)
	<i>FY 1999 Performance Results</i>	8%
	<i>Indicator</i>	Percent of those registered disabled veterans who receive such services.
	<i>Data Source</i>	Reports submitted by Wagner-Peyser funded systems.
	<i>Baseline</i>	New performance indicator -- Baseline to be established in FY 2000.
	<i>Comment</i>	This goal will be discussed with stakeholders during the year, to consider adjustments to the minimum standard for future years.

Annual Performance Goal. 1.4.C.1.

2001	2002	2003	2004	2005
11%	12%	13%	14%	15%

Outcome Goal 1.5. Contribute to the achievement of a greater level of employment for service connected disabled veterans by Federal contractors.

Means and Strategies for 2001.

VETS has determined that the quality of the technical assistance provided to targeted veterans and Federal contractors needs to be improved and plans to accomplish this.

In order to gain a more accurate understanding of the effectiveness of its efforts, VETS will attempt to reconcile inconsistencies in the data reported through the VETS 100 and the ETA 9002 (the former shows considerably more veterans

hired by Federal contractors).

Program Activities in 2001.

- Develop baseline for targeted veterans employed by Federal contractors.
- Develop improved administrative process for Federal contractor program.
- Update the program information for targeted veterans and Federal contractors.
- Provide technical assistance to Federal contractors regarding obligation to list job opportunities.
- Assist targeted group veterans in finding employment with Federal contractors.

Strategic Performance Goal 1.5.A. By 2005, increase, by 50%, LVER staff use of database tools necessary for identifying Federal contractors.

1.5. A.1.	<i>Performance Goal</i>	FY 2001: Increase by 10% LVER staff use of database tools necessary for identifying Federal contractors. FY 2000: Baseline to be established
	<i>FY 1999 Performance Results</i>	N/A
	<i>Indicator</i>	Number of LVER staff in the public labor exchange system with database tools necessary to identify Federal contractors.
	<i>Data Source</i>	Special reports from VETS' staff and VETS' grantees.
	<i>Baseline</i>	New performance indicator; baseline to be established in FY 2000.
	<i>Comment</i>	

Annual Performance Goal 1.5.A.1.

2001	2002	2003	2004	2005
10%	20%	30%	40%	50%

Strategic Goal 2. Promote maximum employment opportunities for all veterans and other eligible persons, with special attention given to meeting the needs of targeted groups, which includes veterans who have significant barriers to employment, veterans who served on active duty in the armed forces during a war or in a campaign or expedition for which a campaign badge has been authorized, and recently separated veterans.

Outcome Goal 2.1. Veterans seeking employment will have the benefit of an effective range

of streamlined service-delivery mechanisms, public information activities, and self-service opportunities.

Means and Strategies for 2001.

VETS will work with ETA to pilot methods for ensuring that America's Job Bank meets requirements that it give priority in referral to veterans.

Nationwide standards for minimally acceptable performance levels for delivering employment services to veterans will be established and made applicable to all States. VETS will then negotiate specific target levels at or above that standard with each State.

VETS will begin to develop an incentive, rewards, and sanctions process for grantees, based on their performance. Rewards will be established for States that exceed their goals. Greater incentives will be provided for successful delivery of services to targeted veterans. Technical assistance will be provided to those States failing to meet the agreed standards, in order that they meet the standards within two years.

In order to enhance the effectiveness of public information and self-service opportunities for veterans seeking employment, VETS will begin contacting 55,000 Federal contractors to advise them of their obligation to list job openings with local employment service offices.

VETS will begin developing joint Federal contractor databases with ETA, in an effort to increase the number of jobs listed.

VETS will coordinate with ETA to ensure that veterans who are job ready have access to services through the Workforce Development System, access to electronic tools, and other self-help efforts.

Program Activities in 2001.

Develop agreements to coordinate VETS funded activities in each State, reflecting new One-Stop approach.

Advise Federal contractors of their obligation to list job openings.

Disseminate Federal contractor job information from Commence Business Daily (CBD) and Federal Procurement Data System (FPDS) to local employment offices.

Conduct a satisfaction survey of veterans who have used public labor exchange services provided by VETS funded staff.

Strategic Performance Goal 2.1.A. By 2005, in 100% of the States implementing WIA, the responsibilities and activities of VETS and of the Public Labor Exchange in providing One-Stop services to veterans will be effectively coordinated through the maintenance of plans and formal agreements with WIA entities, delineating the nature and scope of DVOP and LVER activities and the role of the Public Labor Exchange in providing priority and maximum services to veterans in the One-Stop Career Centers.

2.1. A.1.	<i>Performance Goal</i>	FY 2001: In 100% of the States implementing WIA, effectively coordinate the responsibilities and activities of VETS and of the Public Labor Exchange in providing services to veterans through the maintenance of plans and formal agreements with WIA entities. FY 2000: Goal: 100%
	<i>FY 1999 Performance Results</i>	N/A
	<i>Indicator</i>	Services to veterans through the maintenance of plans and formal agreements with WIA entities.
	<i>Data Source</i>	Reports from VETS' staff (Directors in each State).
	<i>Baseline</i>	New performance indicator; baseline to be established in FY 2000.
	<i>Comment</i>	

Annual Performance Goal 2.1.A.1.

2001	2002	2003	2004	2005
90%	95%	100%	100%	100%

Strategic Performance Goal 2.1.B. By 2005, increase by 10% over the FY 2000 number, the number of jobs listed with the public employment service system by Federal contractors and sub-contractors.

2.1. B.1.	<i>Performance Goal</i>	FY 2001: Increase by 2% over the FY 2000 number, the number of jobs listed with the public employment service system by Federal contractors and sub-contractors. FY 2000: Establish baseline
	<i>FY 1999 Performance Results</i>	Information being developed.
	<i>Indicator</i>	The number of jobs listed with the public employment service system by Federal contractors and sub-contractors.
	<i>Data Source</i>	VETS 100 and ETA 9002 reports.
	<i>Baseline</i>	New performance indicator -- establish baseline in FY 2000.

	<i>Comment</i>	AJB reporting capability on this goal is not yet available. This goal is directly related to Strategic Performance Goal 1.4.A.
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Annual Performance Goal 2.1.B.1.

2001	2002	2003	2004	2005
2%	4%	6%	8%	10%

Note: Percentages are over FY 2000 baseline

Strategic Performance Goal 2.1.C. By 2004, at least 69% of veterans who have used public labor exchange services provided by VETS funded staff will rate that assistance as either “helpful” or “very helpful.”

2.1. C.1.	<i>Performance Goal</i>	FY 2001: Develop biennial survey to measure the satisfaction of veterans who use public labor exchange services provided by all public labor exchange staff. FY 2000: N/A
	<i>FY 1999 Performance Results</i>	N/A
	<i>Indicator</i>	Percent of those veterans surveyed as customers who express overall satisfaction with services provided by VETS funded staff.
	<i>Data Source</i>	Survey of veterans and other eligible persons who utilize the public labor exchange system.
	<i>Baseline</i>	VETS’ 1995 Customer Satisfaction Survey; baseline 56%.
	<i>Comment</i>	Dependent upon resource availability, develop a survey tool for use in FY 2002 and 2004.

Annual Performance Goal 2.1.C.1.

2001	2002	2003	2004	2005
---	67%	---	69%	---

Outcome Goal 2.2. A significant number of all eligible veterans, as well as of targeted group veterans, requesting public labor exchange core services will receive successful and satisfactory job placement assistance.

Means and Strategies for 2001.

Marketing efforts aimed at employers will be improved and increased, including the specific marketing of veterans on public assistance. A national marketing campaign will be designed, directed at the needs of targeted veterans' groups. An effort will be undertaken to better coordinate activities under the Veterans' Workforce Investment Programs and the Homeless Veterans Rehabilitation program so as to increase their effectiveness through better outreach, a leveraging of support services, and more training.

Program Activities in 2001.

- Design national marketing campaign.
- Analyze possible statutory changes to strengthen transitional housing and services program for homeless veterans and develop recommendations.
- VETS funded staff assist veterans in entering employment.
- Wagner-Peyser funded systems assist veterans in entering employment.

Strategic Performance Goal 2.2.A. By 2005, at least 30% of those veterans and other eligible persons registering for public labor exchange services will enter employment each year through staff assisted services provided either by VETS funded staff or by the Wagner-Peyser funded systems.

2.2. A.1.	Performance Goal	FY 2001: At least 27% of those veterans and other eligible persons registering for public labor exchange services will enter employment through assistance provided by VETS funded staff and by the Wagner-Peyser funded systems. FY 2000: 27%
	FY 1999 Performance Results	27% in FY 1999
	Indicator	Percent of veterans and other eligible persons served by DVOP and LVER specialists and Wagner-Peyser funded systems who enter employment.
	Data Source	Reports submitted by Wagner-Peyser funded systems.
	Baseline	FY 1999-27%
	Comment	

Annual Performance Goal 2.2.A.1.

2001	2002	2003	2004	2005
27%	27%	28%	29%	30%

2.2. B.1.	Performance Goal	FY 2001: At least 30% of those veterans and other eligible persons registering for public labor exchange services will enter employment through assistance provided by VETS funded staff. FY 2000: 30%
	FY 1999 Performance Results	30% in FY 1999
	Indicator	Percent of veterans and other eligible persons served by DVOP and LVER specialists who enter employment.
	Data Source	Reports submitted by Wagner-Peyser funded systems (ETA 9002 and VETS 200).
	Baseline	FY 1999-30%.
	Comment	

Annual Performance Goal 2.2.B.1.

2001	2002	2003	2004	2005
30%	30%	31%	32%	33%

Strategic Performance Goal 2.2.C. By 2005, increase the three-year rolling average of entered employment rate for registered veterans to 33% greater than that for non-veterans (age 22 and over) registered for public labor exchange services.

2.2. C.1.	Performance Goal	FY 2001: Increase the three-year rolling average of entered employment rate for registered veterans to 28% greater than that for non-veterans (age 22 and over) registered for public labor exchange services. FY 2000: 27%
	FY 1999 Performance Results	25%, based on three year rolling average.
	Indicator	Veterans, through priority of services offered by Wagner-Peyser funded systems get jobs at a higher rate than non-veterans.
	Data Source	Reports submitted by Wagner-Peyser funded systems.
	Baseline	FY 1999-25% (three year rolling average).
	Comment	

Annual Performance Goal 2.2.C.1.

2001	2002	2003	2004	2005
28%	29%	30%	32%	33%

Strategic Performance Goal 2.2.D. By 2005, at least 64% of those veterans and other eligible persons enrolled in the WIA Section 168 programs will enter employment each year through assistance provided by VETS' grantees.

2.2. D.1.	Performance Goal	FY 2001: At least 60% of those veterans and other eligible persons enrolled in the WIA Section 168 competitive grants programs will enter employment each year through assistance provided by VETS' grantees. FY 2000: N/A
	FY 1999 Performance Results	55%
	Indicator	Number of those veterans and other eligible persons enrolled in the WIA Section 168 competitive grants programs who enter employment each year through assistance provided by VETS' grantees.
	Data Source	Reports submitted by VETS' grantees.
	Baseline	FY 1999-55%.
	Comment	FY 2000 entered employments expected to be lower than FY 1999 because funds will not be available under WIA until the second half of the year.

Annual Performance Goal 2.2.D.1.

2001	2002	2003	2004	2005
60%	61%	62%	63%	64%

Strategic Performance Goal 2.2.E. By 2005, at least 54% of those veterans and other eligible persons enrolled in the Homeless Veterans' Reintegration Project (HVRP) will enter employment each year through assistance provided by VETS' grantees.

2.2. E.1.	Performance Goal	FY 2001: At least 50% of those veterans and other eligible persons enrolled in HVRP enter employment.
		FY 2000: 50% (estimate).

<i>FY 1999 Performance Results</i>	50%.
<i>Indicator</i>	Number of those veterans and other eligible persons enrolled in HVRP who enter employment.
<i>Data Source</i>	Reports submitted by VETS' grantees.
<i>Baseline</i>	FY 1999-50%.
<i>Comment</i>	

Annual Performance Goal 2.2.E.1.

2001	2002	2003	2004	2005
50%	51%	52%	53%	54%

Outcome Goal 2.3. A significant number of veterans and other eligible persons entering employment as a result of receiving public labor exchange core services will retain unsubsidized jobs for a meaningful period of time.

Means and Strategies for 2001.

Because job retention for those entering employment is a core measure of performance under WIA, VETS will coordinate with ETA to ensure that the overall system developed for DOL to measure retention includes specific breakouts for veterans.

Because many Federal contractor jobs are at high wage levels, VETS will promote the increased use by the public labor exchange system and VETS funded staff of the Federal Contractor Job Listings. To facilitate this, States will be encouraged to provide all VETS funded staff with access to computers with which to access the VETS database on Federal contractors.

Program Activities in 2001.

- Establish criteria for baseline for job retention at six months.
- Promote use of Federal Contractor Job Listings.

Strategic Performance Goal 2.3.A. By 2005 increase, by 8%, registered veterans and other eligible persons who enter employment following assistance by VETS funded staff will have unsubsidized jobs six months after their initial entry into employment.

2.3. A.1.	Performance Goal	FY 2001: Set baseline and system for developing means to measure retention with ETA. Increase the rate of retention by 2% each year thereafter. FY 2000: N/A
	FY 1999 Performance Results	N/A
	Indicator	Number of registered veterans and other eligible persons who enter employment following assistance by VETS funded staff that have unsubsidized jobs six months after their initial entry into employment.
	Data Source	Reports submitted by Wagner-Peyser funded systems.
	Baseline	New performance indicator -- baseline to be established in FY 2002 (New report to be developed in FY 2001 in conjunction with ETA).
	Comment	The ETA 9002 does not currently capture retention in employment after six months. It will have to be modified to capture this information.

Annual Performance Goal 2.3.A.1.

2001	2002	2003	2004	2005
---	2%+	4%+	6%+	8%+

Outcome Goal 2.4. Veterans and other eligible persons receiving public labor exchange core services will achieve a measurable increase in their earnings within a reasonable amount of time.

Means and Strategies for 2001.

VETS will work with ETA to ensure that DOL's system for reporting and measuring earnings gain is able to track veterans, including disabled veterans. An effort will be made to increase the professional licensing and certification of soon-to-separate service members and recently separated veterans, in order to improve their opportunities for higher paying employment.

Program Activities.

Establish earnings gain baseline.

Strategic Performance Goal 2.4.A. By 2005, 50% of registered veterans and other eligible persons who enter employment following assistance by VETS funded staff will increase their individual previous semi-annual total earnings by 10%, as shown by their total earnings during the six-month period after their initial entry into employment.

2.4. A.1.	Performance Goal	FY 2001: Set a baseline and system to measure total earnings during the six-month period following initial entry into employment. At least 40% of registered veterans and other eligible persons who enter employment following assistance by VETS funded staff have increased their individual previous semi-annual earnings by an average of 5%. FY 2000: N/A
	FY 1999 Performance Results	N/A
	Indicator	Number of registered veterans and other eligible persons who enter employment following assistance by VETS funded staff that increase their individual previous semi-annual total earnings , as shown by their total earnings during the six-month period after their initial entry into employment.
	Data Source	New report to be developed in FY 2000 in conjunction with ETA.
	Baseline	New performance indicator; baseline to be established for FY 2002.
	Comment	

Annual Performance Goal 2.4.A.1.

2001	2002	2003	2004	2005
40%(of veterans)	44%	46%	48%	50%
5% (earnings gain)	7%	8%	9%	10%

Outcome Goal 2.5. A significant number of the veterans who served in a military occupation with a civilian counterpart occupation that requires a credential will receive certification or licensing for civilian employment, or will receive information about requirements for such certification and licensing and an assessment of the gaps in their required training and experience.

Means and Strategies for 2001.

Additional information on the licensing requirements of Federal civilian employment will be developed.

VETS will coordinate with agencies such as DVA and DOD in creating initiatives to assist active duty personnel and veterans in acquiring professional licenses

and certification.

A website will be developed for active duty personnel and veterans that will provide information of Federal, state, and proprietary certification and licensing requirements for civilian employment. It will be able to identify gaps in education, training and experience that the individual must close before qualifying, for the 25 civilian occupations most relevant to military personnel. VETS will create a partnership with the Computing Technologies Industry Association to provide training to veterans, leading to technical certifications.

Program Activities in 2001.

- Develop pilot project partnerships with businesses.
- Recruit veterans to join pilot projects.
- Monitor pilot programs and demonstration projects with business, unions, and industry groups, in training, certification, and employment in technical fields.
- Develop website on professional certification and licensing requirements.

Strategic Performance Goal 2.5.A. By 2005, increase the number of partnerships with businesses on pilot projects by at least 10 from the FY 1999 baseline of five (to a total of 15 partnerships).

2.5. A.1.	<i>Performance Goal</i>	FY 2001: Increase the number of partnerships with businesses on pilot projects by at least 2 from the FY 1999 baseline of five. FY 2000: 6 partnerships
	<i>FY 1999 Performance Results</i>	5 partnerships
	<i>Indicator</i>	Number of partnerships with businesses on pilot projects
	<i>Data Source</i>	Reports submitted by VETS' grantees.
	<i>Baseline</i>	FY 1999-5 pilot projects
	<i>Comment</i>	

Annual Performance Goal 2.5.A.1.

2001	2002	2003	2004	2005
7	9	11	13	15

Strategic Performance Goal 2.5.B. By 2005, double the number of veterans who graduate from VETS funded partnership pilots from a baseline established in FY 2000.

Strategic Performance Goal 2.5.C. By 2005, achieve a 100 % increase over the 2000

baseline in the number of visits to the VETS website that provides information on Federal, state, and proprietary certification and licensing requirements.

2.5. C.1.	Performance Goal	FY 2001: Achieve a 20% increase over the 2000 baseline in the number of visits to the VETS website that provides information on Federal, state, and proprietary certification and licensing requirements. FY 2000: Establish baseline.
	FY 1999 Performance Results	N/A
	Indicator	Number of visits to the VETS website.
	Data Source	VETS Website.
	Baseline	To be established in FY 2000.
	Comment	

Annual Performance Goal 2.5.C.1.

2001	2002	2003	2004	2005
20%	40%	60%	80%	100%

Outcome Goal 2.6. A significant number of non-job ready veterans and other eligible persons provided assistance (including members of the military services) will receive employability development services (including case management) and other specific assistance that enhances their civilian employment prospects significantly.

Means and Strategies for 2001.

VETS will initiate an effort to improve the effectiveness of the case management and mediated services for non-job ready veterans. It plans to accomplish this by focusing, for example, on early identification of employment barriers, job development and selective placement, and follow-ups after placement.

New monitoring procedures and staff training will be developed for VETS staff, focusing on core, mediated, and intensive services provided to veterans in the One-Stop service delivery systems.

An initiative will be started to increase attendance in the Transition Assistance Program, by working in coordination with DOD and DVA to increase the targeted marketing efforts, and by seeking certain legislative changes that

would allow more soon-to-separate service members and recently separated

veterans to participate.

A TAP customer satisfaction survey will be developed.

Marketing campaign will be directed at employers in specific industries experiencing labor shortages, to inform them of the technical skills and other traits that make transitioning service members desirable employees. The campaign will be regionally specific, to target specific veterans skills to localized employer needs (dependent upon resource availability).

In order to gain a more accurate picture of the effectiveness of VETS efforts in this area, new procedures will be developed to capture lost data on performance, such as that for self-service customers, which is currently not being reported.

Program Activities in 2001.

Develop new case management and staff-oriented services training program for staff.

Provide case management or other staff-oriented or individual services to non-job ready veterans.

Develop procedures to capture lost information/data on program results.

Provide TAP workshops.

Develop TAP customer satisfaction survey.

Conduct TAP customer satisfaction survey.

Develop targeted marketing campaigns.

Assess effectiveness of TAP workbook materials and presentations.

Strategic Performance Goal 2.6.A. By 2005, provide staff-oriented services to include case management for 70% of those veterans and other eligible persons (registered or enrolled in one of VETS’ service delivery systems) who are identified as being among targeted veterans groups or others with employment barriers as being most in need of intensive, individualized services in order to prepare them for suitable employment opportunities, and who agree to the case management plan.

<p>2.6. A.1.</p>	<p><i>Performance Goal</i></p>	<p>FY 2001: Provide staff-oriented services to include case management for 66% of those veterans and other eligible persons who are identified as being among targeted veterans groups of others with employment barriers, and who want case management.</p> <p>FY 2000: N/A</p>
	<p><i>FY 1999 Performance Results</i></p>	<p>N/A</p>
	<p><i>Indicator</i></p>	<p>Staff-oriented services provided to those veterans and other eligible persons identified as being among targeted veterans groups or others with employment barriers.</p>

<i>Data Source</i>	Reports to be submitted by VETS' pilot State grantees.
<i>Baseline</i>	To be established in FY 2001.
<i>Comment</i>	Data not currently available; dependent upon new VETS 2000 report as replacement to ETA 9002, or modification of ETA 9002.

Annual Performance Goal 2.6.A.1.

2001	2002	2003	2004	2005
66%	67%	68%	69%	70%

Strategic Performance Goal 2.6.B. By 2005, at least 80% of service members who attended TAP workshops give an overall rating of either "helpful" or "very helpful" to the job search assistance provided.

2.6. B.1.	<i>Performance Goal</i>	FY 2001: At least 72% of service members who attend TAP workshops give an overall rating of either "helpful" or "very helpful" to the job search assistance provided. FY 2000: N/A
	<i>FY 1999 Performance Results</i>	N/A
	<i>Indicator</i>	Service members who attend TAP workshops and give an overall rating of either "helpful" or "very helpful" to the job search assistance provided.
	<i>Data Source</i>	Survey of TAP participants.
	<i>Baseline</i>	To be established in FY 2001.
	<i>Comment</i>	Dependent upon resource availability.

Annual Performance Goal 2.6.B.1.

2001	2002	2003	2004	2005
72%	74%	76%	78%	80%

Strategic Performance Goal 2.6.C. By 2005, provide TAP workshops to 70% of service members separating from the service.

2.6. C.1.	Performance Goal	FY 2001: Provide TAP workshops to 62% of service members separating from the service. FY 2000: Goal: 58%
	FY 1999 Performance Results	56%
	Indicator	Percentage of service members separating from service that attend TAP.
	Data Source	VETS' TAP reports.
	Baseline	FY 1999: 56%.
	Comment	An impact evaluation currently being conducted has as a major component the identification of impediments to increase TAP participation, with recommendations for improvement. The Department of Defense is a partner in this evaluation.

Annual Performance Goal 2.6.C.1.

2001	2002	2003	2004	2005
56%	58%	60%	62%	64%

Outcome Goal 2.7. Assist veterans, reservists, National Guard members, and other eligible persons to understand and apply their rights under Uniformed Services Employment and Reemployment Rights Act (USERRA) and Veterans' Preference (VP), resolving complaint cases expeditiously while maintaining quality case handling procedures.

Means and Strategies for 2001.

In order to ensure that USERRA and VP cases are being resolved in an effective manner, quality assurance reviews will be conducted on a sampling of cases to determine if they are being processed in accordance with established law and procedures.

VETS will monitor the implementation of its timeliness guidelines to ensure investigators complete their actions in a timely manner and that cases, in turn, are resolved within established time frames.

The practice will be instituted of identifying and visiting employers with USERRA problems to explain the law, rights and responsibilities of protected persons and employers.

Due to an increasing demand for a limited number of Federal jobs, a possible rise in the number of violations of VP laws may be anticipated. Therefore, VETS will implement a training course for all VETS investigative field staff handling VP cases.

Guidance will be developed on handling USERRA discrimination cases and

training provided to staff in application of guidance.
 An initiative will be launched to increase veterans' and Federal agency awareness of the new Veterans' Preference law. A baseline will be established, from which will be measured the number of cases filed because of lack of understanding or misapplication of the law.

Program Activities in 2001.

- Investigate and resolve USERRA complaint cases.
- Investigate and resolve Veterans Preference complaint cases.
- Conduct quality assurance reviews.
- Identify and visit problem employers.
- Conduct VP training for investigative field staff.
- Develop USERRA guidance.
- Conduct training on USERRA guidance.
- Establish baseline for the number of VP cases.

Strategic Performance Goal 2.7.A. By 2005, handle at least 90% of USERRA cases in an effective manner as defined by procedural guidelines.

2.7. A.1.	Performance Goal	FY 2001: Handle at least 93% of USERRA cases in an effective manner as defined by procedural guidelines. FY 2000:
	FY 1999 Performance Results	N/A
	Indicator	Percentage of USERRA cases that are handled in an effective manner as defined by procedural guidelines.
	Data Source	Special quality assurance reports conducted by the USERRA Regional Lead Center.
	Baseline	FY 1998: 93%
	Comment	

Annual Performance Goal 2.7.A.1.

2001	2002	2003	2004	2005
93%	93%	94%	94%	94%

Strategic Performance Goal 2.7.B. Through 2005, continue to resolve 85% of USERRA cases within 90 days of their filing dates; resolve 90% of USERRA cases within

<i>FY 1999 Performance Results</i>	Baseline not developed. 299 Total complaints; 276 hiring issues; 23 RIF issues; 263 cases closed; 30 closed with merit; 233 closed with merit.
<i>Indicator</i>	Development of an appropriate baseline.
<i>Data Source</i>	To be determined.
<i>Baseline</i>	To be determined.
<i>Comment</i>	VETS intends to develop the data capacity and baseline internally.

Annual Performance Goal 2.7.C.1.

2001	2002	2003	2004	2005
N/A	TBD	TBD	TBD	TBD

Agency Strategic Management Process

Financial Management

VETS is continuing its efforts to identify internal control management weaknesses or high risk areas. VETS began to implement a renewed management control effort starting in FY 1998. This effort assesses management weaknesses, high risk areas (particularly as internal controls relate to fraud and abuse, information technology, and continuity of operations) and performs follow-up evaluations to make sure recommendations are being implemented. The management control effort will cover components of the agency over a three year period ending in FY 2001.

VETS is relying on the Offices of the Assistant Secretary for Administration and Management, Chief Financial Officer and Inspector General to help with issues related to cost accounting. VETS has volunteered to serve as a pilot agency for any studies or evaluations that may be initiated to identify potential cost accounting measures and systems. VETS, as a small agency, cannot afford to use staff to identify costs of different efforts or to develop initiatives that may lead to better cost accounting systems. In effect, to do so would be a situation in which staff dedicated to support a cost accounting initiative or development of a system would have to be taken away from services to our veterans customers. In effect, VETS posits that the more resources spent on measurement, the fewer resources left to help veterans, and thus, the fewer outcomes there will be to measure. Thus, VETS will rely on Departmental Management efforts to assist small agencies identify inexpensive ways to tie costs to outcomes.

VETS will need assistance in the implementation of requirements imposed by the CFO, GPRA, Information Technology Management Reform Act (ITMRA) and other fairly recent legislation. VETS reporting workload continues to increase to the point where it will start impacting on agency mission. Each Act requires new reports, and VETS is keeping its staffing level due to streamlining plans. Unless the Department finds some way to ameliorate the reporting burden on

smaller agencies, streamlining plans may have to be reconsidered.

VETS will seek training opportunities for its executive staff and regional and field managers regarding financial management, management controls, and cost issues. In addition, training will be sought for employees currently responsible for financial and budget management.

Information Technology Management

The Information Technology Strategic Plan from 1997 was revised in FY 1999. All field employees have access to the Executive Communications Network (ECN), some through office computers rather than individually. Training has been offered as new equipment or ECN connections were made. Another effort is being made now to train staff on the DOL Architecture software. A committee was formed to provide communications options and recommendations to the ASVET at the start of FY 1999; they are currently under consideration. VETS has prepared security and disaster plans, including Y2K plans, for its IT operations. These will be integrated to ensure consistency and minimize effort.

Human Resources

VETS' efforts to address government streamlining were aggressive, and effective. However, the implications of its efforts to support government streamlining are surfacing each year, as VETS tries to do more with less, and with fewer resources. After VETS reduced its size to 250, the assumptions upon the reduction were based included that some flexibility would exist to manage resources better. Along with the reduction in staff, VETS reorganized itself, both in the field and headquarters to become more flexible and better use resources. VETS has increased its FTE to 255, which enabled VETS during FY 1999 to start filling vacant authorized positions, but at current staffing levels, other positions have to stay vacant to fill an authorized position, (i.e. ADVET in New York needs to retire before Pennsylvania's authorized position can be filled.) and so on.

Also, VETS has noticed an increasing workload in external reporting requirements, many imposing monthly exception or update requirements. Considering the size of this Agency, particularly at headquarters, external reporting requirements place a considerable burden on Agency staff. The ability to accomplish mission related or strategic plan outcome oriented activities, to meet due dates, or fulfill reporting requirements is often limited. VETS continues to focus on strategic plan goals, outcomes and objectives, even though staff often get called away to complete external administrative reports, respond to Congressional inquiries, or perform other urgent, but not mission related, work. If this trend continues, VETS will likely seek additional staffing to support this increased reporting workload.

VETS' staff is well trained, capable and aggressive in accomplishment of mission related tasks. Capacity building continues through training at NVTI and the provision of Information Technology training, which is viewed as necessary to continue operations with the reduced staff. Management training is readily available as is guidance from supervisors. Executive training is

also available. VETS' shortfall in the human resources area relates to knowledge, as many of the experienced staff with administrative knowledge left the agency during its downsizing. As a result, the risk area in human resources is the speed at which VETS must continue to build capacity (knowledge, skills) through training to make up for lost experience.

Management Controls and Accountability

VETS has established a process to empower employees to have input to the VETS Strategic Plan, to identify issues as they arise, address them and to keep focus on the outcomes desired.

Management processes include:

The strategic plan's objectives, strategies and resulting goals are implemented through Annual Plans for each objective or strategy. Through the appropriation process, annual outputs and outcomes that are measurable (either numbers or a deliverable) are achieved based upon funding availability during this process. Regional Administrators and State Directors prepare annual plans, requesting funds to meet the objectives and outputs noted in the plans, with expected output based upon funds actually available. The outcomes noted in the Annual Plan are disaggregated as necessary to Regions and States so that each Region can establish management controls and thus accountability for accomplishments.

The performance standards of Regional Administrators contain, as program accomplishments required, the numbers or objectives set forth in the Annual and Strategic Plans. Further, the numerical or percentage goals, as the case may be, are tracked on a quarterly or monthly basis by Region on the Veterans Operations Performance Accountability Report (VOPAR) and aggregated so that VETS can see how we are doing nationally. The VOPAR is also used to identify issues that affect performance, outcomes or veterans in general. Once an issue is identified, efforts are devoted to resolving it, and these are also included in the VOPAR until the issue is resolved. This allows other State Directors and Regional Administrators to see what approaches were taken and whether they were successful or effective -- best practices can be emulated -- or new approaches tried. Similarly, for timeliness standards, such as USERRA cases completed, management controls exist at the Regional level, and cases that go beyond 45 days are identified and tracked to provide assistance or guidance to the VETS employee handling them. If there are issues that cannot be resolved at the local level, then the Regional level attempts to address them, and finally that failing, they are then addressed at the headquarters level.

In addition, quarterly reports from all programs are evaluated against outputs expected and outcomes desired and problems or accomplishments discussed. The DVOP/LVER Information Management System (DLIMS) provides information on the public employment service system, the USERRA Information Management System (UIMS) provides data and information on USERRA Complaints and their status on a real time basis. In addition, systems exist to gather data on JTPA IV-C, HVRP, TAP outcomes and Veterans Preference complaints. Subject to availability of resources, additional information management systems will be developed for these program activities.